



MIAMI BEACH

OFFICE OF THE CITY MANAGER
LTC # 390-2013

LETTER TO COMMISSION

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: October 22, 2013

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2012/13 Quarter 4

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The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY2012/13 Quarter 4 (July 1, 2013 to September 30, 2013).

Background

The Miami Beach Public Area Cleanliness Index is an objective measurement of performance ranging from 1.0 (Very Clean) to 6.0 (Very Dirty) and includes assessments of litter, litter/ garbage cans/dumpsters, organic material, and fecal matter. The results of the assessments are used to monitor the impacts of recently implemented initiatives to target areas for future improvements, and assure the quality of services.

During FY 2006/07, the City tightened the target for the Citywide and area-specific cleanliness indicators from 2.0 to 1.5 – the lower the score on the cleanliness index indicates a cleaner area. This target continues to be the same through FY 2007/08, FY 2008/09, FY 2009/10, FY 2010/11, FY 2011/12 and FY 2012/13. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better.

Summary of the Cleanliness Assessment Results FY 2012/13 Quarter 4

Overall, the citywide cleanliness index improved during FY 2012/13 Quarter 4 by 17.2% when compared to the same quarter in FY2005/06 (the first year the program was implemented) and declined when compared to the same quarter in FY2011/12 by 9.8%. In general, the City's cleanliness has steadily progressed as evidenced by the index, anecdotal information, and results of our most recent resident survey, with 85.6% of all public area assessments scoring 2.0 or better (target=90%). However, cleanliness remains a top priority for the City.

Positive and Stable Areas in FY 2012/13 Quarter 4

- **Streets**– Streets declined by 10.2% when compared to the same quarter in FY2011/12. However, streets in the North Beach area improved by 3.2% when compared to the prior quarter. Sanitation has adjusted crew scheduling to address North Beach issues in the morning, both during the week and weekend hours, and will continue to monitor North Beach. The increase in construction in the South Beach area appears to be a contributing factor to the increase in litter on the ground. As such, the Public Works department will contact the Florida Department of

Transportation (FDOT) to discuss steps to help maintain the cleanliness of streets while construction is underway.

- **Sidewalks**– Sidewalks across the Beach declined by 10.0% when compared to the same quarter in FY2011/12. Sidewalks in residential areas remained stable, while commercial areas declined. It is anticipated that steps taken per the above issues regarding streets will affect sidewalks as well.

Areas of Focus

- **Alleys**– Overall scores in alleys declined 21.1% when compared to the prior quarter and 16.8% when compared to the prior FY quarter. Alley cleanliness ratings remains among the poorest citywide at a score of 1.95. Data reflects an increase in overflowing dumpsters, which may be overflowing because they are undersized or under-serviced. In addition, excessive litter and graffiti (particularly on the dumpsters) also increased through the rating period because of the summer break. The Sanitation division will send a cure letter to the contracted waste haulers to ensure they continue to obscure graffiti on the dumpsters as needed and the Code division will ensure that crews are conducting the required one-hour minimum of sanitation sweeps. In anticipation of summer 2014, Organization Development will work with Miami-Dade County Public Schools and our police department to discuss outreach efforts to youth regarding graffiti. Additionally, staffing delays in Code have hindered enforcement efforts.
- **Parks**- Overall scores declined by 7.7% when compared to the same quarter in FY2011/12 and 19.4% when compared to the prior FY quarter. Pine Tree Park scores were amongst the lowest this quarter, with litter at the shoreline a primary driver. Parks will work with sanitation and the public works environmental division to determine best approach to address this issue.
- **Waterways** - Overall scores improved by 24.1% when compared to the same quarter in FY2005/06, but this continues to be an area of focus as scores remain amongst the lowest when compared to all assessment areas. Waterways declined by 10.3% when compared to the same quarter in FY2011/12. Overall, scores continue to improve from prior years, with sanitation monitoring the contractor.
- **Parking Lots** - Overall, scores declined by 5.6% when compared to the same quarter in FY2011/12 and by 20.6% when compared the prior FY quarter. Equipment failure during this period appears to be a contributing factor to the decline, when compared to prior quarter results. Sanitation will continue to monitor and adjust as needed.
- **Beaches** - Scores declined for those areas covered by Miami Beach staff by 9.7% when compared to the prior quarter and 17.0% when compared to the prior FY quarter. Areas covered by Miami-Dade County (MDC) declined by 4.6% compared to the prior quarter and 11.9% compared to the prior FY quarter. Cleanliness of beaches remains a priority, with multiple departments collaborating to address issues. Prior improvements, which include increased number of garbage cans in high traffic areas and the use of larger cans (45 gallons to 70 gallons), have helped to sustain beach cleanliness. Miami-Dade County will be removing all of the older trashcans that are still in the North Beach area and replacing them with the newer 70-gallon containers as well.

Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2012 survey, residents and businesses rated cleanliness as the number one service the City should strive not to reduce. The City has implemented increases in service levels and community satisfaction levels have improved. Overall scores have improved by 17.2% from FY2005/06 to FY2012/13.

Next Quarter Assessments

City employees and Neighborhood Leadership Academy alumni and residents are conducting cleanliness assessments every quarter. If you or any member of your staff is interested in participating in the City's Public Area Cleanliness Program, please contact Dr. Leslie Rosenfeld with Organization Development Performance Initiatives at extension 6923.

If you have any further questions, please feel free to contact me.

- c: Mark Taxis, Assistant City Manager
 Kathie G. Brooks, Assistant City Manager
 Dr. Leslie Rosenfeld, Organization Development
 Eric Carpenter, Public Works Director
 John Rebar, Parks and Recreation Director
 Saul Francis, Parking Director
 Mariano Fernandez, Building Director
 Hernan Cardeno, Code Compliance Division Commander
 Robert Santos-Alborna, Code Compliance Division Director
 Al Zamora, Sanitation Division Director


JLM/MT/KGB/LDR



MIAMI BEACH

Percentage of Assessments scoring 2.0 or better (target = 90%)

Public Area	FY09/10				
	Q1	Q2	Q3	Q4	FY Score
Citywide	57.5%	71.1%	56.7%	75.5%	65.2%
Streets	65.7%	79.2%	63.9%	84.6%	73.4%
Commercial – Entertainment	66.1%	81.1%	47.5%	74.6%	67.3%
Commercial – Non-Entertainment	76.7%	72.2%	82.4%	97.9%	82.3%
Residential	56.8%	84.6%	66.2%	86.1%	73.5%
Aleys	37.7%	36.8%	37.0%	56.2%	41.9%
Sidewalks	62.6%	68.7%	56.4%	79.3%	66.7%
Commercial – Entertainment	69.2%	71.6%	41.7%	71.7%	63.5%
Commercial – Non-Entertainment	63.5%	56.4%	79.6%	87.4%	71.8%
Residential	52.4%	78.1%	52.1%	82.2%	66.2%
Parks	46.3%	88.0%	68.2%	63.8%	66.6%
Parking	48.0%	59.5%	49.2%	69.0%	56.4%
Waterway	42.9%	83.7%	34.5%	56.6%	54.5%
Beach Areas					
Miami Beach Responsibility Only	64.1%	83.8%	66.0%	78.5%	73.1%
Miami-Dade County Responsibility	75.3%	78.4%	53.9%	77.2%	71.2%

Public Area	FY09/10	FY10/11
	FY Score	FY Score
Citywide	79.4%	85.5%
Streets	86.4%	90.2%
Commercial – Entertainment	87.8%	90.3%
Commercial – Non-Entertainment	87.3%	89.0%
Residential	82.5%	90.5%
Aleys	69.0%	74.5%
Sidewalks	80.9%	86.7%
Commercial – Entertainment	81.4%	86.1%
Commercial – Non-Entertainment	81.4%	86.8%
Residential	79.6%	86.6%
Parks	89.1%	94.7%
Parking	65.7%	78.0%
Waterway	71.6%	83.5%
Beach Areas		
Miami Beach Responsibility Only	87.3%	90.2%
Miami-Dade County Responsibility	88.7%	93.2%

Public Area	FY10/11					Difference from prior Qtr	Difference from base FY score
	Q1	Q2	Q3	Q4	FY Score		
Citywide	88.8%	84.3%	85.1%	91.0%	87.8%	1.8%	22.6%
Streets	89.0%	90.4%	92.5%	94.3%	91.3%	1.6%	18.2%
Commercial – Entertainment	88.3%	89.8%	95.9%	95.6%	92.4%	-0.2%	26.1%
Commercial – Non-Entertainment	87.2%	88.3%	89.6%	92.9%	89.5%	3.9%	7.2%
Residential	91.8%	93.1%	93.1%	94.5%	93.1%	1.4%	18.0%
Aleys	75.8%	73.7%	81.8%	87.1%	79.6%	6.9%	37.7%
Sidewalks	91.6%	88.4%	91.5%	93.4%	91.3%	1.8%	24.8%
Commercial – Entertainment	90.9%	87.3%	96.2%	95.7%	92.5%	-0.6%	28.9%
Commercial – Non-Entertainment	89.7%	86.9%	87.3%	89.6%	88.4%	2.3%	18.8%
Residential	94.3%	91.0%	91.3%	94.8%	92.9%	3.6%	28.7%
Parks	92.8%	93.4%	91.8%	94.5%	93.1%	2.7%	28.0%
Parking	84.7%	75.5%	87.3%	85.7%	83.3%	-1.0%	28.8%
Waterway	84.2%	72.0%	77.4%	82.2%	74.0%	4.8%	18.6%
Beach Areas							
Miami Beach Responsibility Only	95.4%	94.8%	95.7%	97.7%	95.4%	1.0%	23.3%
Miami-Dade County Responsibility	87.7%	95.0%	86.9%	95.1%	94.2%	-0.8%	28.9%

Public Area	FY11/12					Difference from prior Qtr	Difference from prior FY Qtr	Difference from base FY Qtr
	Q1	Q2	Q3	Q4	FY Score			
Citywide	89.5%	89.3%	91.3%	85.6%	89.1%	-0.4%	-6.4%	10.1%
Streets	93.0%	93.2%	93.8%	91.0%	93.7%	-2.8%	-3.3%	8.2%
Commercial – Entertainment	94.6%	94.0%	95.4%	93.4%	94.3%	-2.0%	-2.5%	18.8%
Commercial – Non-Entertainment	89.5%	91.8%	95.0%	88.4%	91.3%	-0.8%	-4.0%	-8.5%
Residential	94.5%	93.6%	90.5%	91.3%	92.5%	0.8%	-3.2%	6.2%
Aleys	78.5%	83.0%	85.6%	79.0%	81.5%	-0.6%	-8.1%	22.8%
Sidewalks	92.7%	93.2%	95.5%	90.5%	92.9%	-0.2%	-3.1%	11.8%
Commercial – Entertainment	95.1%	94.1%	95.3%	91.3%	94.2%	-4.0%	-4.4%	18.8%
Commercial – Non-Entertainment	90.3%	91.7%	94.2%	88.2%	91.3%	-5.4%	-0.8%	1.4%
Residential	92.7%	93.7%	97.1%	90.7%	93.9%	-0.4%	-4.1%	8.6%
Parks	95.5%	90.4%	94.8%	89.2%	92.9%	-0.8%	-5.0%	26.4%
Parking	87.8%	86.6%	90.1%	78.5%	86.8%	-11.8%	-7.2%	9.6%
Waterway	83.0%	79.1%	83.7%	74.3%	80.0%	-0.4%	-7.9%	17.5%
Beach Areas								
Miami Beach Responsibility Only	94.9%	95.4%	92.4%	90.9%	93.4%	-1.6%	-8.8%	12.4%
Miami-Dade County Responsibility	93.6%	93.3%	89.3%	89.9%	91.5%	0.8%	-0.3%	12.7%